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# Seminar in Defense Restructuring, Course Overview

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**Seminar in Defense Restructuring**  
**Monterey, California (10-21 November, 2003)**  
**Course Overview**

**I. Background.** This course will introduce participants to the concepts and principles of restructuring a defense establishment. All governments must learn to make better decisions regarding the size and shape of their military forces and supporting structures. This is not a course about the United States; it is about the challenges all democracies, old and new, confront in their efforts to restructure.

- A. Papua New Guinea
- B. Indonesia
- C. Thailand
- D. Moldova
- E. Bulgaria
- F. Tanzania
- G. El Salvador
- H. Dominican Republic
- I. Chad
- J. Latvia
- K. Argentina

**II. Objectives of the Seminar**

- A. To develop a better understanding of defense restructuring and the democratic civil-military decision-making process.
- B. To investigate the ways in which different governments meet the general and specific challenges of restructuring defense establishments.
- C. To advance the broader goal of strengthening mutual understanding and cooperation between the United States and its friends around the world.

**III. Description of the Faculty**

- A. The seminar will be conducted by the School for International Graduates Studies (SIGS) and its component institutions.
- B. Each participating organization will furnish individual faculty members who will make presentations in the field of expertise represented by the institution.
- C. Faculty members do not speak for U.S. policy. No participant in this seminar speaks for his/her government's policy.

#### **IV. Principles and Structure of the Seminar**

A. SIGS will not attempt to dictate how participating nations should restructure their defense establishments.

1) While every national government faces the same broad challenges, each has a unique historical experience and distinct political climate. Improving the decision-making process and changing the way defense establishments are structured will necessarily be different for every country.

2) The U.S. model is far from perfect in this regard. A large country with global interests, civil-military decision-making in the United States is a very complex process. While some U.S. examples will be offered for their value as education tools, the course will draw upon the experiences of other countries engaged in defense restructuring.

3) Education is the key to developing civilian officials and military officers charged with managing the government's number one priority of defending its citizens. This course attempts to widen each participant's perspective on restructuring, leading to methods that can be employed at home.

B. The seminar is designed to include presentations, full group discussions, classroom exercises, and a panel discussion. There is enough flexibility in the schedule to allow for additional topics. The main objective of the faculty will be to provoke as much discussion as possible, forcing all participants to think creatively about each subject – and to understand how each issue fits into the larger whole.

C. All comments during the two weeks will be 'non-attributable' to specific individuals. Each participant is strongly encouraged to express his or her honest opinions, and to challenge (politely) those with whom they disagree. As an educational experience, this course does not take an indoctrination approach to any topic. All points of view are worthy of discussion, and all questions are welcome.

#### **IV. Key Issues for the Seminar**

- A. Restructuring the Defense Establishment
- B. Roles and Missions of the Armed Forces
- C. Defense Education: Civilian and Military
- D. Making Force Structure Decisions
- E. Ministries of Defense in Defense Restructuring
- F. The Economics of Defense Restructuring

- G. Classroom Exercise: Restructuring the Defense Establishment of Utopia
- H. Interagency Decision-Making
- I. Personnel Systems and Defense Restructuring
- J. The Social Consequences of Defense Restructuring
- K. The Systems Approach to Defense Restructuring
- L. Case-Study: NATO Defense Restructuring
- M. Public Affairs Strategies
- N. Base Closure and Realignment
- O. Rights and Responsibilities of Military Personnel
- P. Intelligence and Defense Restructuring
- Q. Country Presentations
- R. Defense Budgeting in Democracies
- S. The Programming and Budgeting Process
- T. Defense Restructuring and Acquisition
- U. The Requirements Process
- V. The Role of the Legislature in Defense Restructuring
- W. Complex Contingencies in National Security
- X. Panel Discussion: The Challenges of Defense Restructuring

**V. Overall Goal of the Seminar.** To provide an opportunity for all participants to learn as much as possible about how governments can restructure their defense establishments, using a civil-military decision-making process. To help you think 'outside the box'. Insights gained here will be applied in home countries – with the aim of generating armed forces that can defend the legitimate interests of their citizens, while achieving the best outcome with the least amount of public funds.